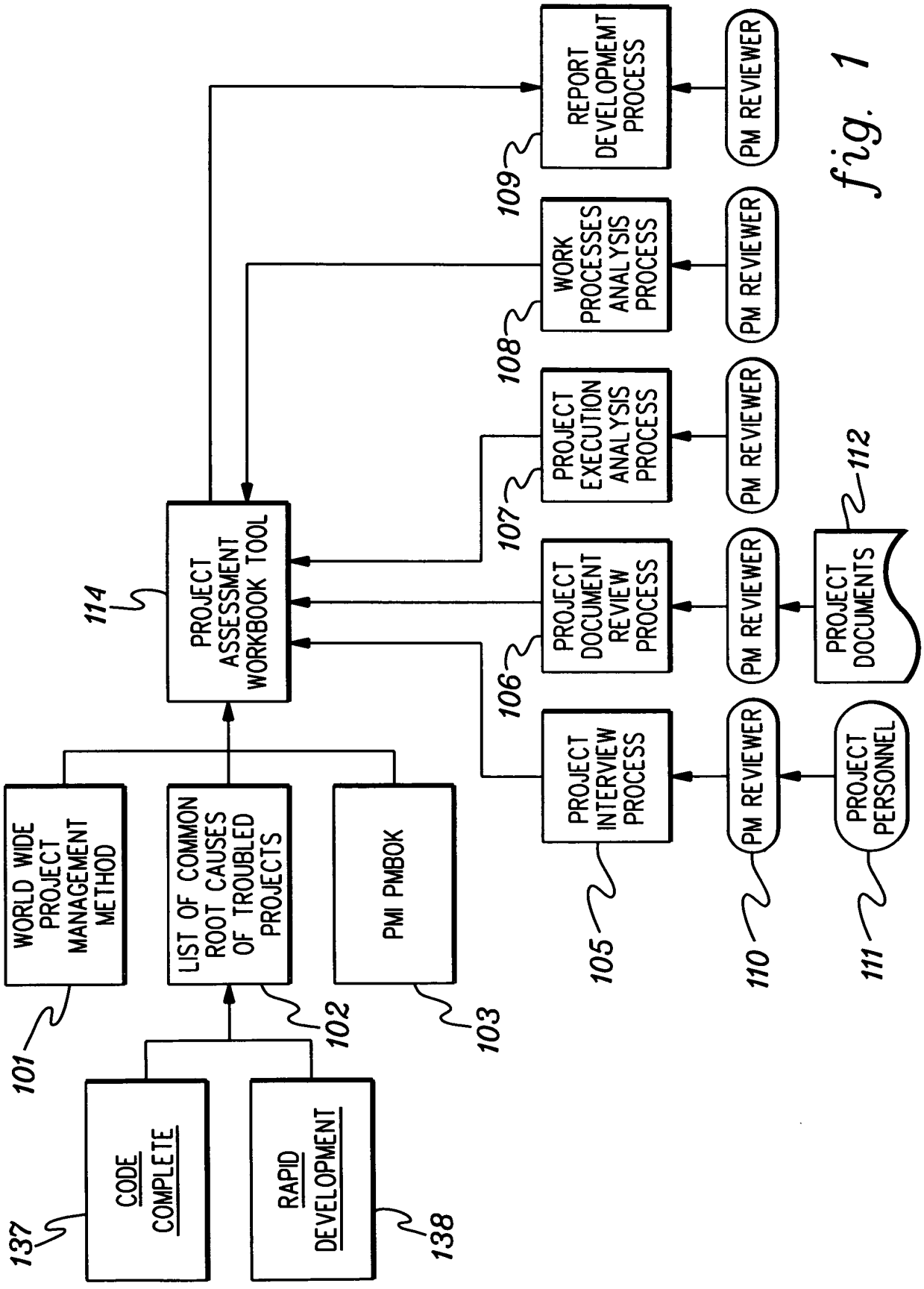
WORLD WIDE PROJECT MANAGEMENT METHOD
LIST OF COMMON ROOT CAUSES OF TROUBLED PROJECTS
PMI PMBOK
CODE COMPLETE
RAPID DEVELOPMENT
PROJECT ASSESSMENT WORKBOOK TOOL
PROJECT INTERVIEW PROCESS
PROJECT DOCUMENT REVIEW PROCESS
PROJECT EXECUTION ANALYSIS PROCESS
WORK PROCESSES ANALYSIS PROCESS
REPORT DEVELOPMEMT PROCESS
PM REVIEWER
PM REVIEWER
PM REVIEWER
PM REVIEWER
PM REVIEWER
PROJECT PERSONNEL
PROJECT DOCUMENTS
101
102
103
105
106
107
108
109
110
111
112
114
137
138

fig. 1

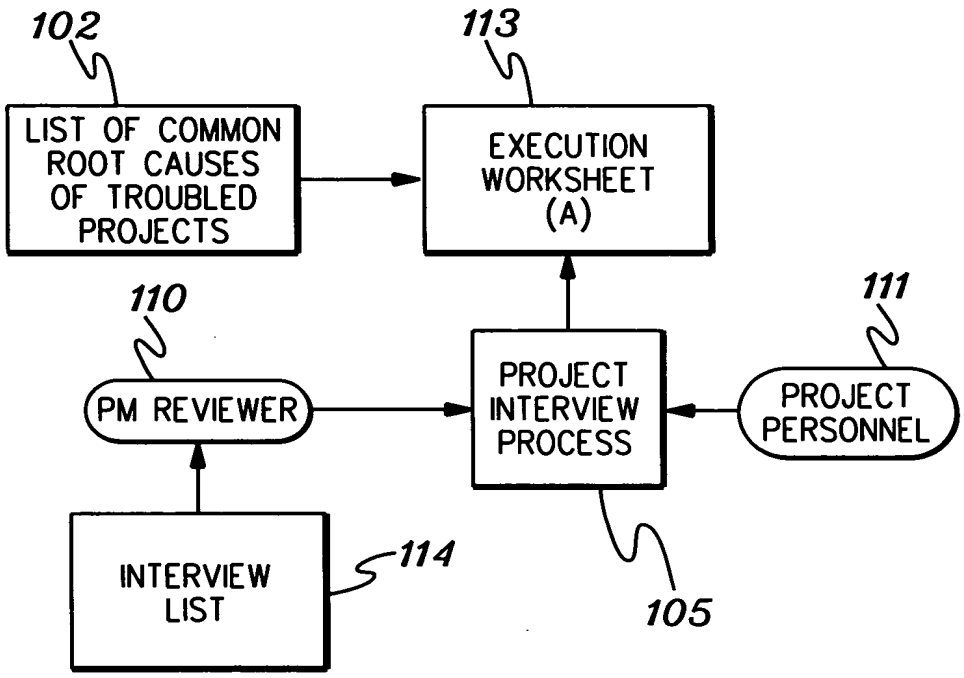
102
LIST OF COMMON ROOT CAUSES OF TROUBLED PROJECTS
113
EXECUTION WORKSHEET (A)
110
PM REVIEWER
PROJECT INTERVIEW PROCESS
111
PROJECT PERSONNEL
INTERVIEW LIST
114
105

fig. 2

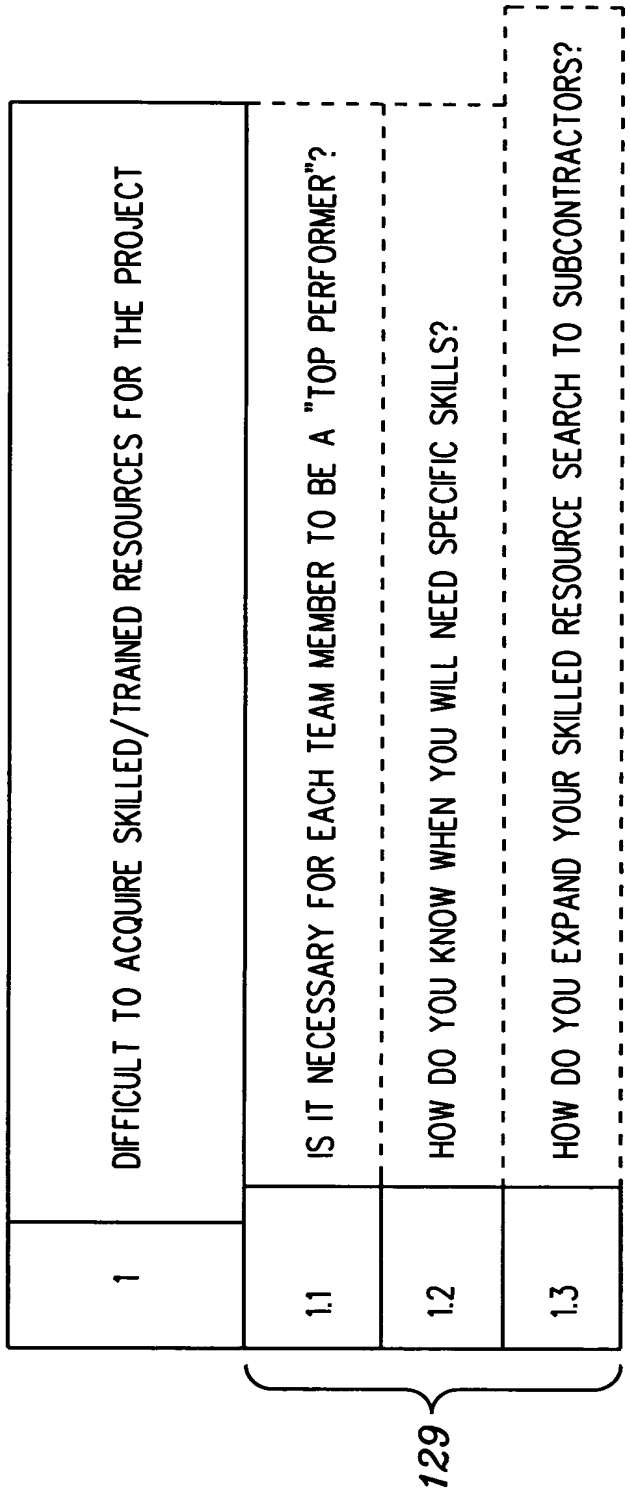
1
DIFFICULT TO ACQUIRE SKILLED/TRAINED RESOURCES FOR THE PROJECT
1.1
IS IT NECESSARY FOR EACH TEAM MEMBER TO BE A "TOP PERFORMER"?
1.2
HOW DO YOU KNOW WHEN YOU WILL NEED SPECIFIC SKILLS?
1.3
HOW DO YOU EXPAND YOUR SKILLED RESOURCE SEARCH TO SUBCONTRACTORS?
129

fig. 2A

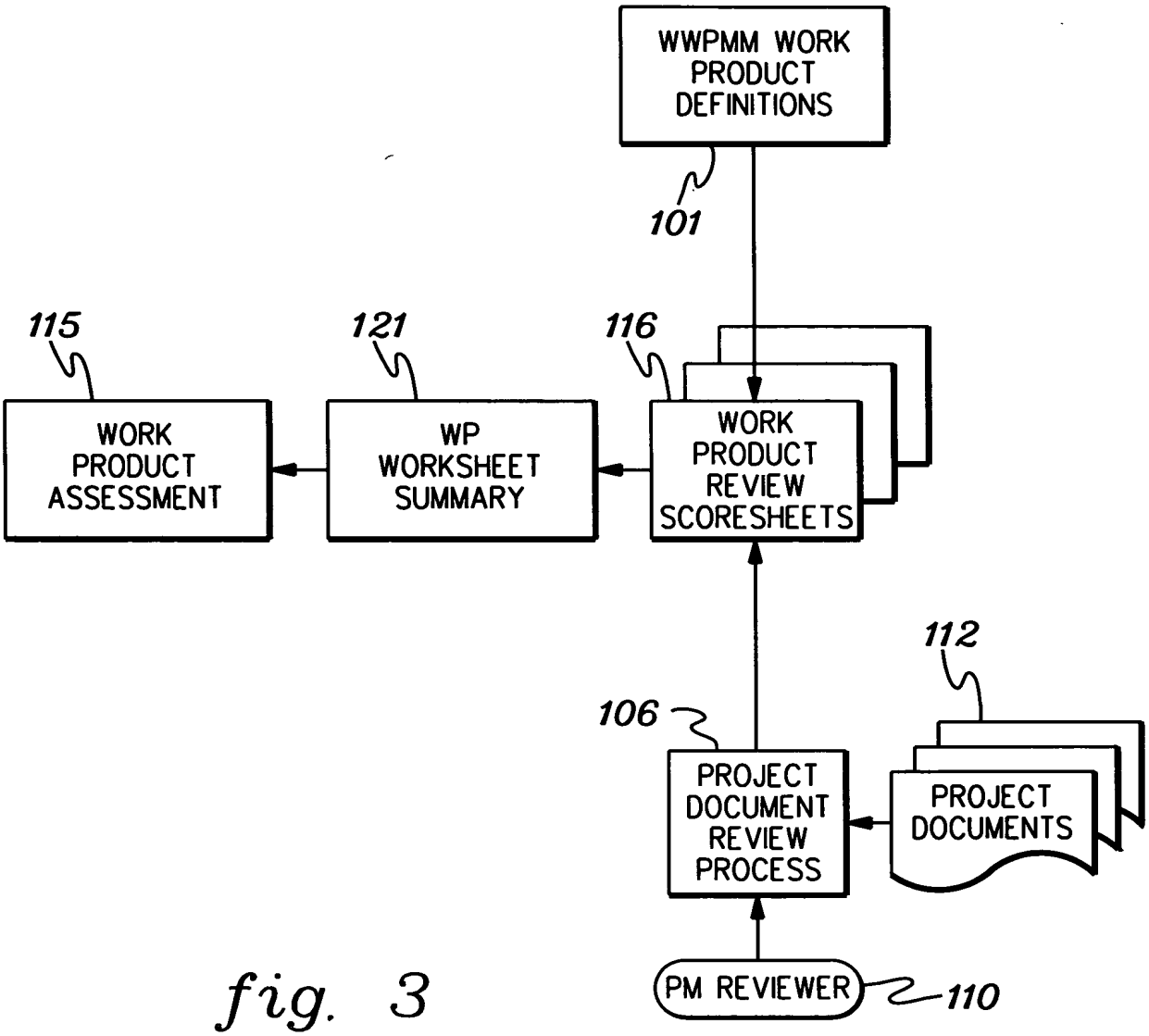
WWPMM WORK PRODUCT DEFINITIONS
101
115
121
116
WORK PRODUCT ASSESSMENT
WP WORKSHEET SUMMARY
WORK PRODUCT REVIEW SCORESHEETS
112
106
PROJECT DOCUMENT REVIEW PROCESS
PROJECT DOCUMENTS
PM REVIEWER
110

fig. 3

WORK PRODUCT ASSESSMENT: ISSUE DOCUMENT

ASSESSMENT RATING(1-5)		2			
3.1.4 ISSUE DOCUMENT		CLIENT EQUIVALENT PRODUCT NAME:			ABCD.xls
WPPM FIELD NAME	DESCRIPTION	FIELDS (Y/N)	VALUE OF FIELD	EQUIVALENT FIELD NAME	NOTES
ISSUE SUMMARY					
ISSUE IDENTIFIER		N	REQUIRED		
SHORT DESCRIPTION	AN ABBREVIATED DESCRIPTION. IF POSSIBLE, USE KEYWORDS THAT CAN QUICKLY DIFFERENTIATE IT FROM OTHER ISSUES.	N	REQUIRED		
PRIORITY	HIGH,MEDIUM,LOW,FOR EXAMPLE	N	REQUIRED		
DATE RAISED		N	REQUIRED		
STATUS	OPEN, ANALYZED,ESCALATED, CLOSED,FOR EXAMPLE	Y	REQUIRED		

fig. 3A

WORK PRODUCT ASSESSMENT: ISSUE DOCUMENT (CONTINUED)

ISSUE DESCRIPTION					
DESCRIPTION OF THE ISSUE	A COMPLETE AND DETAILED DESCRIPTION OF THE ISSUE. SYMPTOMS AND FACTS THAT ARE CAUSING CONCERN	Y	REQUIRED		
ISSUE TYPE	TYPES ARE DEFINED BY THE PROJECT BASED ON ITS SPECIFIC NEEDS FOR GATHERING STATISTICS AND RETRIEVAL OF THE INFORMATION. REPRESENTATIVE TYPES ARE "ISSUE INVOLVING THE SPONSOR," "ISSUE INVOLVING THE PROJECT TECHNICAL ENVIROMENT," "ISSUE DEALING WITH FEATURE"	N	REQUIRED		
ROOT CAUSE	THE PRIMARY CAUSE OF THE ISSUE. IDENTIFYING THE CAUSE IS REQUIRED FOR DEFINING THE RESOLUTION	N	REQUIRED		
RAISED BY	THE NAME OF THE PERSON WHO RAISED THE ISSUE	N	REQUIRED		
ISSUE CONSEQUENCES	DESCRIPTION OF THE IMPACT THE ISSUE IS HAVING OR IS LIKELY TO HAVE ON THE PROJECT AND THE OPTIMAL TIME FRAME FOR RESOLUTION	N	REQUIRED		

fig. 3A'

WORK PRODUCT ASSESSMENT: ISSUE DOCUMENT (CONTINUED)

RESOLUTION	DESCRIPTION OF THE ACTIVITIES NEEDED OR THAT HAVE BEEN PERFORMED TO RESOLVE THE ISSUE. THE DESCRIPTION OF THE RESOLUTION MAY ALSO BE FOUND VIA THE LINKS TO OTHER DOCUMENTS.	N	REQUIRED		
TARGET DATE	THE PLANNED DATE FOR ISSUE RESOLUTION	N	REQUIRED		
OWNER	NAME AND ROLE OF THE PERSON RESPONSIBLE FOR RESOLVING THE ISSUE	N	REQUIRED		
RELATED ACTIONS	LIST THE ACTIONS REQUIRED TO THE ISSUE. REFERENCE ANY ACTION CONACTION CONTROL DOCUMENTS RELATED TO THIS ISSUE	N	REQUIRED		
ISSUE HISTORY	ADDITIONAL COMMENTS AS NEEDED TO TRACE THE ISSUE AND RESOLUTION OF THE ISSUE.	N	REQUIRED		
TOTAL REQUIRED FIELDS		2	15		

		SCORING
REQUIRED FIELD PERCENTAGE	13%	2
DATA CURRENCY (Y/N)	Y	10
DATA FREQUENCY (Y/N)	N	0
DATA QUALITY (0-10)	5	5
DOCUMENT EXISTS (Y/N)	Y	10
ASSESSMENT		2

fig. 3A''

WORK PRODUCT ASSESSMENT: WORKSHEET SUMMARY

ID	WORK PRODUCT	DESCRIPTION	PURPOSE	DOCUMENTATION	ASSESSMENT
3.1.1	DELIVERABLE DEFINITION	A DELIVERABLE DEFINITION PROVIDES A DESCRIPTION OF A DELIVERABLE AND ITS COMPONENTS, AS WELL AS THE ASSOCIATED DELIVERY AND ACCEPTANCE CONDITIONS. A DELIVERABLE DEFINITION ALSO PROVIDES THE STATUS OF THE DELIVERABLE. A DELIVERABLE IS ANY VERIFIABLE OUTCOME DEFINED IN AN AGREEMENT THAT MUST BE PRODUCED BY A PROJECT OR A SUBPROJECT. INCLUDED ARE PRODUCTS OR SERVICES PROVIDED BY THE DELIVERY ORGANIZATION TO THE SPONSORING OGRANIZATION OR BY A SUPPLIER TO THE DELIVERY ORGANIZATION	THE PURPOSE OF A DELIVERABLE DEFINITION IS TO FORMALIZE WHAT THE RELEASING AND ACCEPTING PARTIES HAVE AGREED REGARDING: WHAT THE DELIVERABLE IS AND OF WHAT IT IS COMPOSED. WHEN THE DELIVERABLE WILL BE RELEASED. WHICH ACCEPTANCE CRITERIA HAVE TO BE MET BY THE DELIVERABLE. WHICH PROCESS WILL BE USED TO CHECK THOSE ACCEPTANCE CRITERIA. THE DELIVERABLE DEFINITION IS NOT INTENDED TO BE A DEVELOPMENT VIEW OF...		4
3.1.2	DELIVERY CONTROL DOCUMENTATION	THE DELIVERY CONTROL DOCUMENTATION ACCOMPANIES A DELIVERABLE FROM THE TIME IT IS RELEASED UNTIL IT IS ACCEPTED. THE DELIVERY DOCUMENTATION HAS TWO SUB-TYPES DEPENDING ON HOW RELEASING AND ACCEPTING ROLES ARE DISTRIBUTED: THE PROJECT RELEASES THE DELIVERABLE AND IT IS ACCEPTED BY EITHER AN EXTERNAL SPONSOR OR ANOTHER COMPANY ENTITY.	THE PURPOSE OF THE DELIVERY CONTROL DOCUMENTATION IS: FOR THE RELEASING ROLE, TO CLEARLY IDENTIFY AUTHORIZATION TO RELEASE AND TO RECORD NOTIFICATION FROM THE ACCEPTING PARTY ABOUT THE DELIVERABLE BEING RELEASED, ACCORDING TO THE PLANS AND AGREEMENT. FOR THE ACCEPTING ROLE IMMEDIATELY AFTER THE RELEASE, TO RECORD THAT THE DELIVERABLE SEEMS COMPLETE SO THAT VALIDATION WORK CAN START. FOR THE ACCEPTING ROLE AFTER THE	REQUIRED	5

fig. 3B

3 WORK PRODUCT ASSESSMENT: WORKSHEET SUMMARY (CONTINUED)

ID	WORK PRODUCT	DESCRIPTION	PURPOSE	DOCUMENTATION	ASSESSMENT
		THE SUBCONTRACTOR RELEASES THE DELIVERABLE AND IT IS ACCEPTED BY THE PROJECT ORGANIZATION.	VALIDATION WORK AS BEEN PERFORMED, TO RECORD NOTIFICATION TO ACCEPT OR REJECT		
3.1.3	FINDINGS LOG	THE FINDINGS LOG IS A RECORD OF THE IDENTIFICATION AND RESOLUTION OF FINDINGS. AS VALIDATION TAKES PLACE, THE FINDINGS LOG IS CREATED AND UPDATED AT THREE DISTINCT STAGES OF THE PROJECT: DELIVERABLES RECEIVED FROM A SUBCONTRACTOR ARE VALIDATED BY THE DELIVERY ORGANIZATION. DELIVERABLES THAT ARE TO BE RELEASED TO THE SPONSER ARE VERIFIED AND VALIDATED INTERNALLY BY THE DELIVERY ORGANIZATION, OFTEN BY A TESTING FUNCTION THAT IS INDEPENDENT OF THE DEVELOPMENT FUNCTION. DELIVERABLES RELEASED BY THE DELIVERY ORGANIZATION ARE VALIDATED BY THE SPONSOR OR...	THE FINDINGS LOG IS NEEDED TO FACILITATE THE MANAGEMENT OF THE DELIVERABLES DURING THE VALIDATION PROCESS UNTIL THEY ARE ACCEPTED BY THE RECEIVING ORGANIZATION. THE MANAGEMENT OF THE DELIVERABLES IS PERFORMED BY CONTROLLING THE RESOLUTION OF ANY FINDINGS THAT ARE IDENTIFIED.		0
3.1.4	ISSUE DOCUMENT	AN ISSUE IS A MATTER OF CONCERN ON A PROJECT. THE ISSUE DOCUMENT DESCRIBES, IN DETAIL, THE ISSUE AND PROVIDES A COMPLETE HISTORY OF IT AS IT MOVES THROUGH ANALYSIS AND RESOLUTON.	THE PURPOSE OF AN ISSUE DOCUMENT IS TO RECORD THE DETAILS OF AN ISSUE IN ORDER TO SUPPORT ITS ANALYSIS AND THEN FOLLOW UP ITS RESOLUTION	REQUIRED	2

fig. 3B'

3.1		WPs IN THE PROJECT SCOPE MANAGEMENT DOMAIN	ASSESSMENT (0-5)
3.1.1		DELIVERABLE DEFINITION	4
3.1.2	R	DELIVERY CONTROL DOCUMENTATION	5
3.1.3		FINDINGS LOG	0
3.1.4	R	ISSUE DOCUMENT	2
3.1.5		PRODUCT BREAKDOWN STRUCTURE	4
3.1.6	R	PRODUCT DEFINITION	4
3.1.7		WORK PRODUCT LIST	4

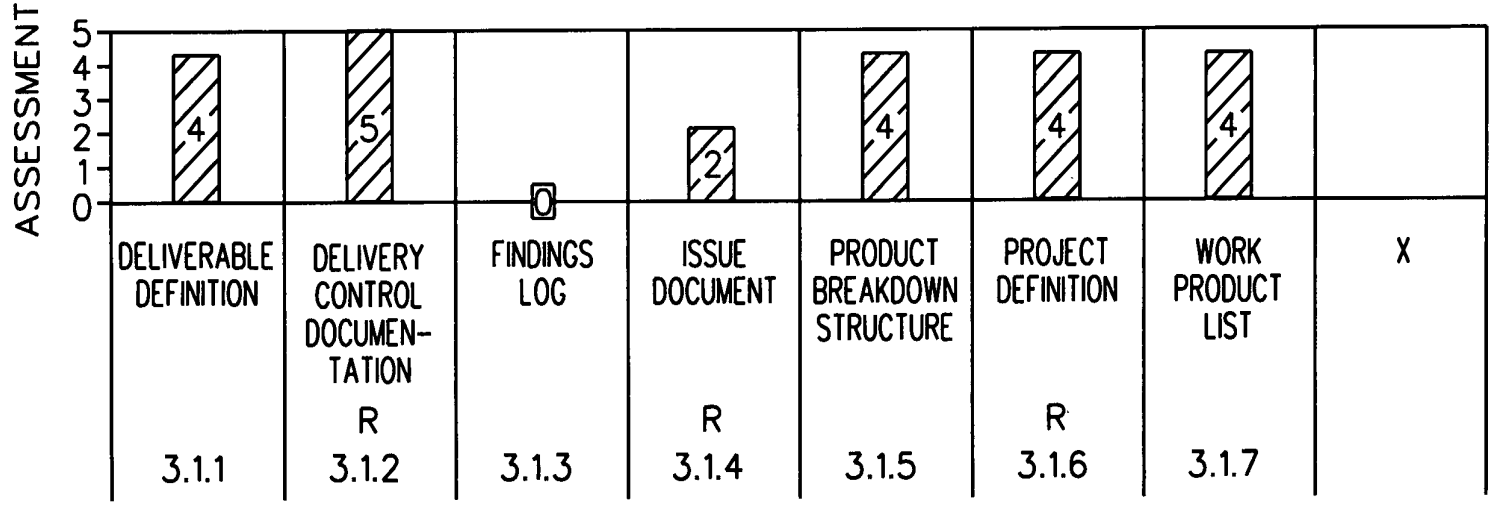

fig. 3C

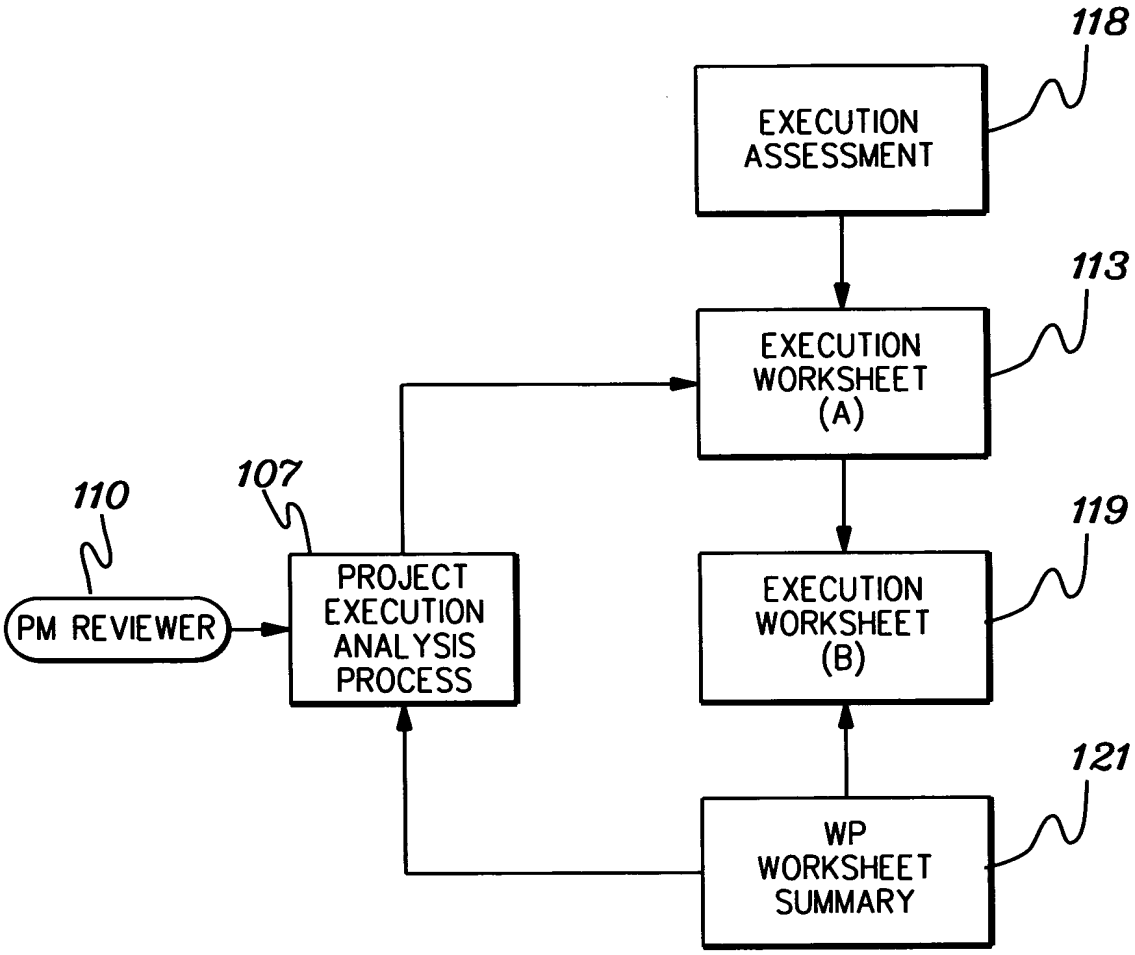
118
EXECUTION ASSESSMENT
113
EXECUTION WORKSHEET (A)
110
107
PM REVIEWER
PROJECT EXECUTION ANALYSIS PROCESS
119
EXECUTION WORKSHEET (B)
121
WP WORKSHEET SUMMARY

fig. 4

	1.1 PEOPLE RESOURCES	IMPACT TOTAL	STRENGTH OF EVIDENCE
1.1.1	DIFFICULT TO ACQUIRE SKILLED/ TRINED RESOURCES FOR THE PROJECT	-5	4
1.1.2	INEFFECTIVE OR UNCLEAR PROJECT ORGANIZATION AND ROLES	-2	3
1.1.3	UNPLANNED TURNOVER OF KEY PROJECT TEAM MEMBERS	0	0
1.1.4	FAILURE OF KEY SUBCONTRACTOR TO DELIVER	-6	5
1.1.5	POORLEY CONSTRUCTED OR UNAUTHORIZED SUBCONTRACTS	0	0
1.1.6	UNDERMINED MOTIVATION	0	0
1.1.7	WEAK/PROBLEM PERSONNEL	0	0
1.1.8	UNCONTROLLED PROBLEM EMPLOYEES	0	0
1.1.9	HEROICS	-3	3
1.1.10	ADDING PEOPLE LATE	0	0
1.1.11	NOISY, CROWDED OFFICE	0	0
1.1.12	FRICTION BETWEEN DEVELOPERS AND CLIENT	-3	2
1.1.13	UNREALISITIC EXPECTATIONS	-6	3
1.1.14	LACK OF EFFECTIFE PROJECT SPONSORSHIP	0	0
1.1.15	LACK OF STAKEHOLDER BUY-IN	0	3
1.1.16	LACK OF USER INPUT	-2	3
1.1.17	POLITICS PLACED OVER SUBSTANDE	0	0
1.1.18	WISHFUL THINKING	-6	4

fig. 4A

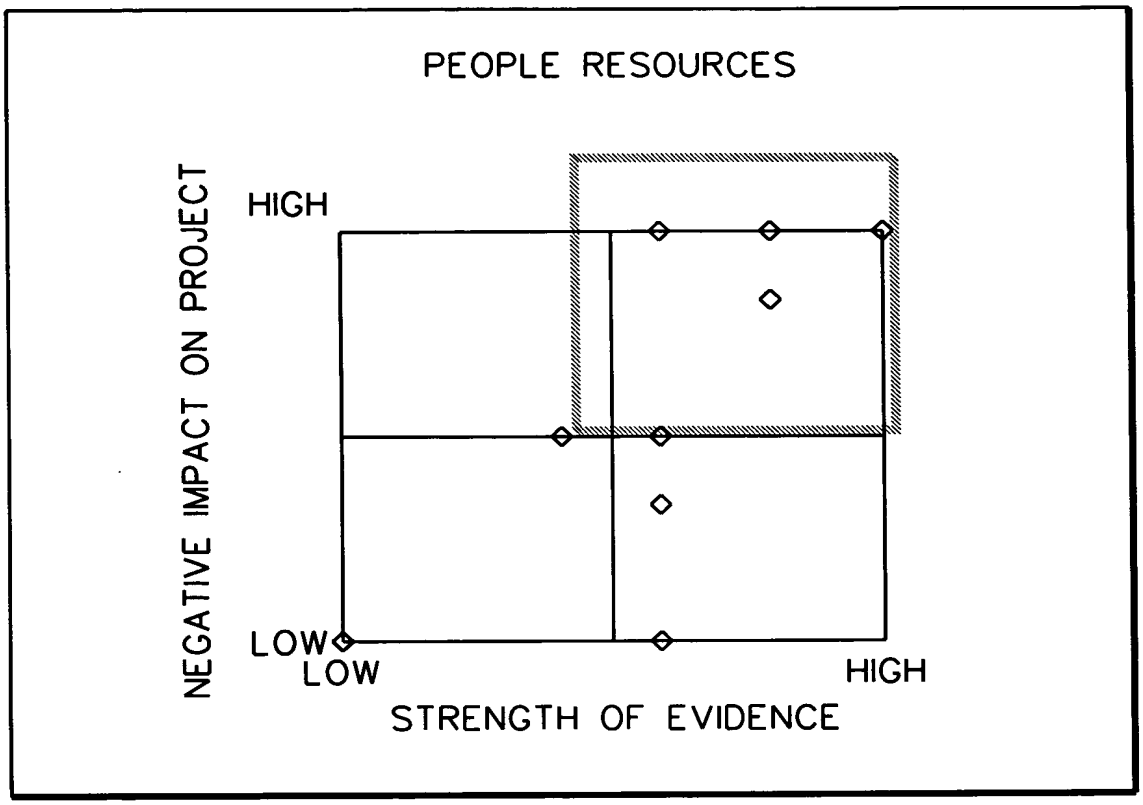
PEOPLE RESOURCES
NEGATIVE IMPACT ON PROJECT
HIGH
LOW
LOW
HIGH
STRENGTH OF EVIDENCE

fig. 4A'

ID	CAT ISSUE	INTERVIEW QUESTIONS	ADDITIONAL CONSIDERATIONS	EXAMINED PMBOK PROCESSES	EXAMINED WORK PRODUCTS	STRENGTH OF EVIDENCE	IMPACT: COST
1.1	PEOPLE/RESOURCES						
1.1.1	DIFFICULT TO ACQUIRE SKILLED/ TRAINED RESOURCES FOR THE PROJECT				ORGANIZATION BREAKDOWN HUMAN RESOURCE PLAN	4	-2

fig. 4B

ID	CAT ISSUE	INTERVIEW QUESTIONS	STRENGTH OF EVIDENCE	EXAMINED WORK PRODUCTS	WORKBOOK ID	WP ASSESSMENT (AVG)
1.1	PEOPLE/RESOURCES					
1.1.1		INABILITY TO ACQUIRE SKILLED RESOURCES FOR THE PROJECT	4	ORGANIZATION BREAKDOWN HUMAN RESOURCE PLAN	3.5.4 3.5.3	3.0
1.1.2		INEFFECTIVE OR UNCLEAR PROJECT ORGANIZATION AND ROLES	3	ORGANIZATION BREAKDOWN HUMAN RESOURCE PLAN	3.5.4 3.5.3	3.0

fig. 4C

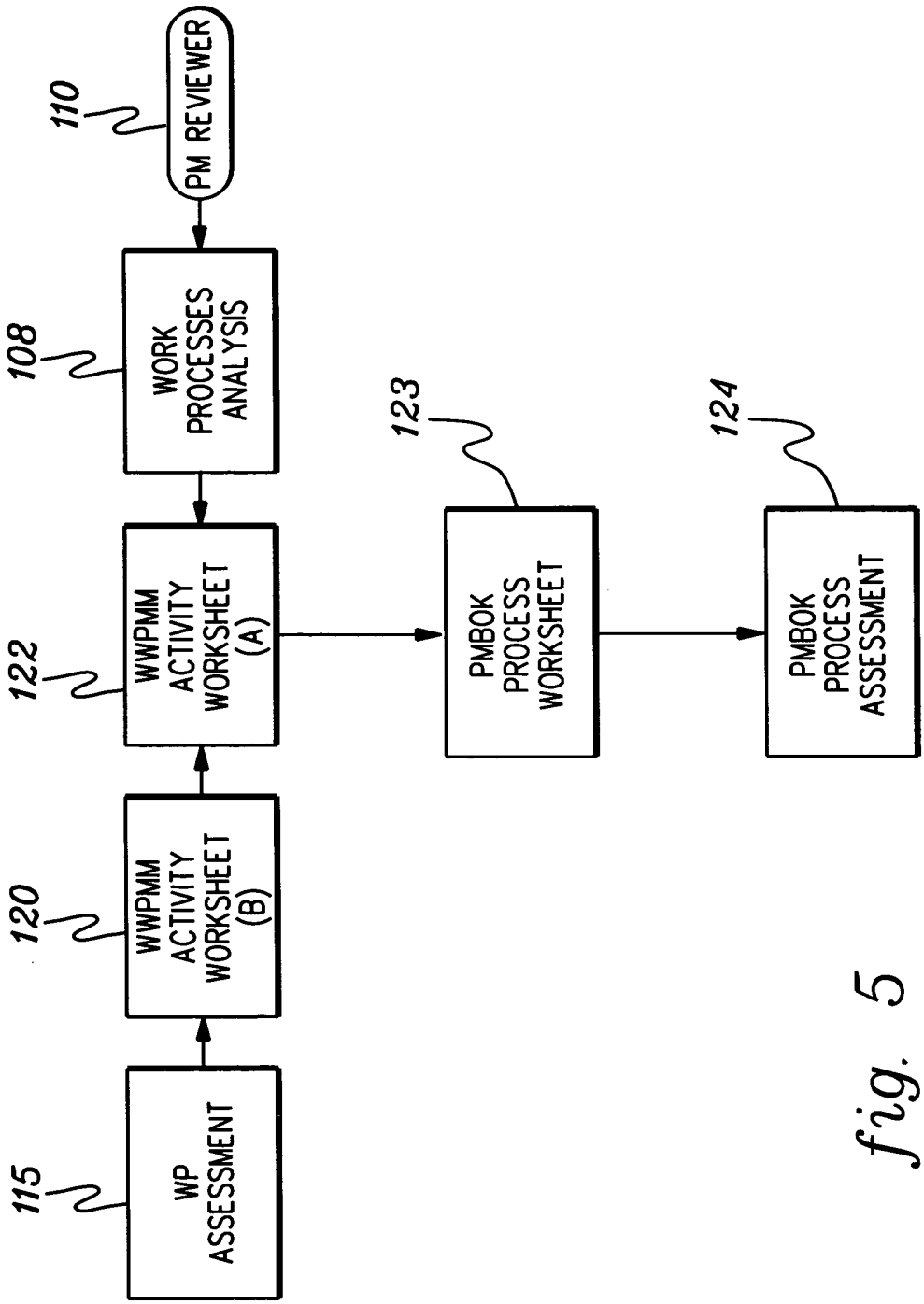
110
PM REVIEWER
108
WORK PROCESSES ANALYSIS
123
124
122
WWPMM ACTIVITY WORKSHEET (A)
PMBOK PROCESS WORKSHEET
PMBOK PROCESS ASSESSMENT
120
WWPMM ACTIVITY WORKSHEET (B)
115
WP ASSESSMENT

fig. 5

2.1	PROJECT SCOPE MANAGEMENT	ASSESSMENT (0–5)	MAPPING TO WWWPMM ACTIVITIES
2.1.1	INITIATION	3.0	D1, D2, D5, S1
2.1.2	SCOPE PLANNING	2.0	D4, P1, P4
2.1.3	SCOPE DEFINITION	2.0	P1
2.1.4	SCOPE VERIFICATION	4.0	HD3, HD4
2.1.5	SCOPE CHANGE CONTROL	3.0	HE5

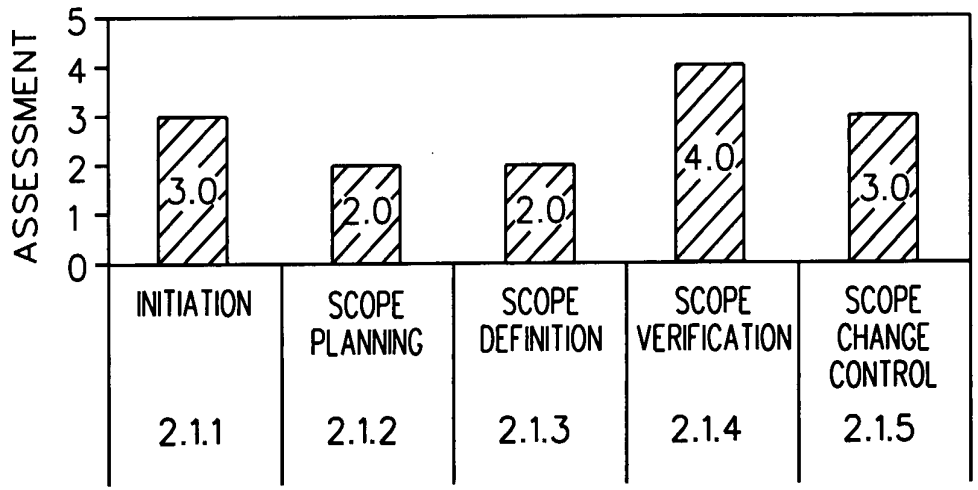

fig. 5A

					3.1 SCOPE							3.2 TIME				3.3 COST		3.4 QUALITY			3.5 HUMAN RESOURCES								3.6 COMMUNICATIONS						
ID	WWPMM CAT	WWPMM ACTIVITY	WORK PRODUCT DEPENDENCIES (WORKBOOK IDs)	DEPENDENT WP ASSESSMENT (AVG)	3.1.1	3.1.2	3.1.3	3.1.4	3.1.5	3.1.6	3.1.7	3.2.1	3.2.2	3.2.3	3.2.4	3.3.1		3.4.1	3.4.2	3.4.3	3.5.1	3.5.2	3.5.3	3.5.4	3.5.5	3.5.6	3.5.7	3.5.8	3.6.1	3.6.2	3.6.3	3.6.4	3.6.5	3.6.6	3.6.7
D DEFINING																																		
D1		UNDERSTAND OBJECTIVES AND PLAN DEFINING ACTIVITIES	3.1.6	4.0						4																								
D2		DEFINE TARGET SOLUTION	3.1.6	4.0						4																								
D3		DESCRIBE OVERALL APPROACH	3.1.6	4.0						4																								
D4		SHAPE PROJECT	3.5.4, 3.5.5, 3.1.7	2.0							4													2	0									

fig. 5B

ID	WWPMM CAT	WWPMM ACTIVITY	MAPPING TO PMBOK PROCESSES	LINKAGE TO ISSUES	WWPPM WORK PRODUCT ASSESSMENT (0-5)	WWPPM ACTIVITY ASSESSMENT (0-5)	RATIONAL FOR ASSESSMENT (BRIEF EXPLANATION)	EXISTENCE (0,1)	VALIDATION (2,3)
D DEFINING									
D1		UNDERSTAND OBJECTIVE AND PLAN DEFINING ACTIVITIES	2.1.1	1.1.13, 1.1.14, 1.1.15, 1.2.10	4.0	3	PROGRAM OBJECTIVES DEFINED, PLAN DEFINED	PROCESS DEFINED OR COMPLETED	PROJECT OBJECTIVES ENCAPSULATED BY PROJECT CHARTER IN PROJECT DEFINITION WP
D2		DEFINE TARGET SOLUTION	2.1.1		4.0	3	TARGET SOLUTION DEFINED		(VALUE ADD)
D3		DESCRIBE OVERALL APPROACH		1.2.3, 1.2.16	4.0	4	OVERALL APPROACH DEFINED	PROCESS DEFINED	PROJECT SCOPE
D4		SHAPE PROJECT	2.1.2, 2.5.1, 2.8.1, 2.8.2	1.1.1, 1.1.2	2.0	2	PROJECT SHAPED AT HIGH LEVEL	PROCESS DEFINED OR COMPLETED	REVIEW ORGANIZATION BREAKDOWN STRUCTURE, PROJECT DECISION STRUCTURE, WORK PRODUCT LIST (PWO) WPs
D5		ASSES PROJECT PLAN	2.1.1		4.0	3	SCOPE SET AT HIGH LEVEL		

fig. 5C

					DEFINING				
ID	DOMAIN	PMBOK PROCESSES	MAPPING TO WWPMM ACTIVITIES	PMBOK PROCESS ASSESSMENT (0-5)	D1	D2	D3	D4	D5
2.1 PROJECT SCOPE MANAGEMENT									
2.1.1		INITIATION	D1, D2, D5, S1	3.0	3	3			3
2.1.2		SCOPE PLANNING	D4, P1, P4	2.0				2	
2.1.3		SCOPE DEFINITION	P1	2.0					
2.1.4		SCOPE VERIFICATION	HD3, HD4	4.0					
2.1.5		SCOPE CHANGE CONTROL	HE5	3.0					

fig. 5D

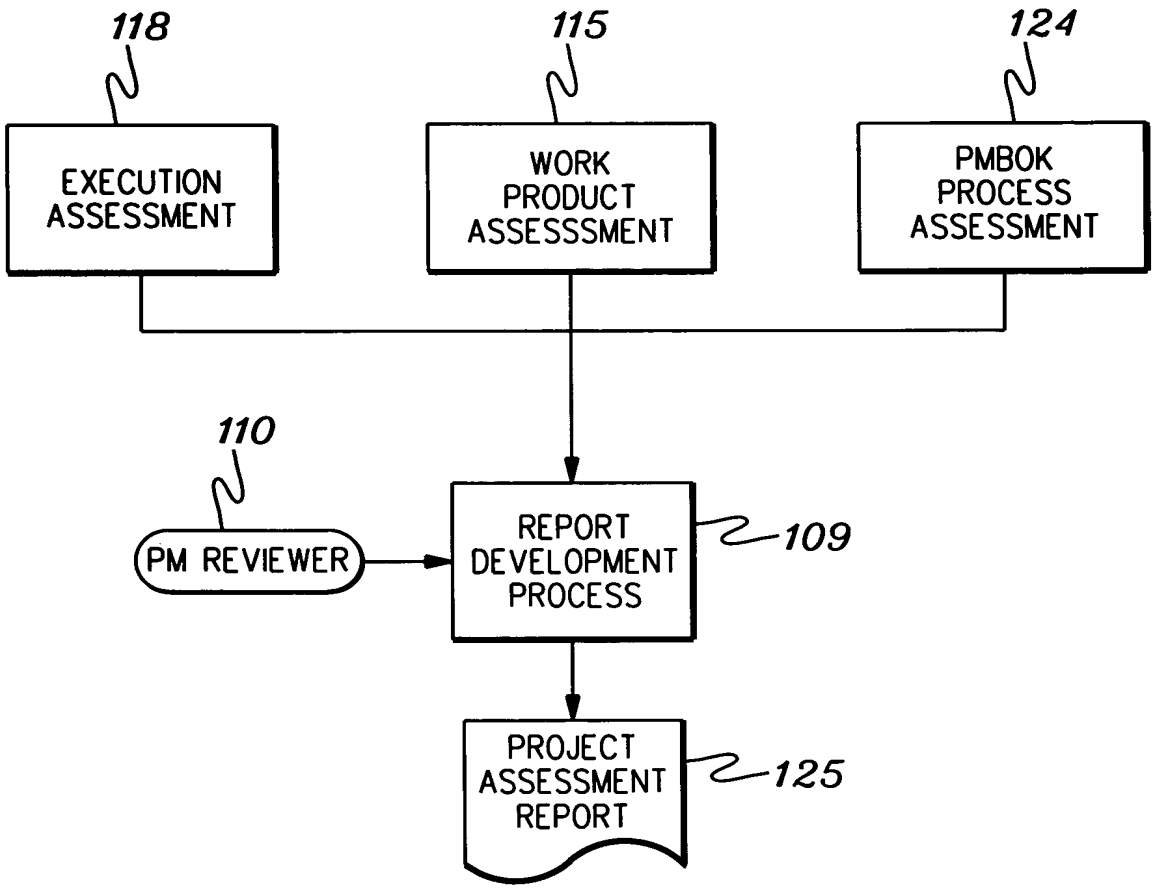
118
115
124
EXECUTION ASSESSMENT
WORK PRODUCT ASSESSSMENT
PMBOK PROCESS ASSESSMENT
110
PM REVIEWER
REPORT DEVELOPMENT PROCESS
109
PROJECT ASSESSMENT REPORT
125

fig. 6